

Adjutant General School



PRM/Strength Management

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Chief FA43 Proponency and Concepts and Doctrine Division

U. S. Army Soldier Support Institute/ AG School



HISTORICAL PERSPECTIVE



By people, I do not mean “personnel.” I do not mean “end strength.” I do not mean “percent of fill” or any of those other labels which refer to people as a commodity. I mean living, breathing, serving human beings. They have needs and interests and desires. They have spirit, and will, and strengths, and abilities. They have weaknesses and faults. And they have names.

GEN Creighton Abrams



AGENDA



- PRM OVERVIEW
- “TOP OF THE SYSTEM” PRM OPNs
- OFFICER MANAGEMENT
- ENLISTED MANAGEMENT
- ROLES OF THE G-1/S-1
- REPLACEMENT OPERATIONS



PERSONNEL READINESS MANAGEMENT (PRM)



- **MISSION:** DISTRIBUTE SOLDIERS AND ARMY CIVILIANS TO SUBORDINATE COMMANDS BASED ON DOCUMENTED MANPOWER **REQUIREMENTS**, **AUTHORIZATIONS**, AND **PREDICTIVE ANALYSIS** IN SUPPORT OF COMMANDERS' PLANS AND **PRIORITIES**
- **PROCESS**
 - ANALYZE PERSONNEL STRENGTH TO DETERMINE CURRENT COMBAT CAPABILITIES – COMPARE STRENGTH AGAINST AUTHORIZATIONS
 - PROJECT FUTURE REQUIREMENTS
 - ASSESS CONDITIONS OF INDIVIDUAL READINESS
 - ALLOCATION DECISION
- EFFECTIVE PRM IS AN ENDSTATE OF THE PERSONNEL ESTIMATE
- PRM IS A CONTINUOUS PROCESS
- SOLDIER READINESS IS AN ELEMENT OF PRM
- REPLACEMENT OPERATIONS (AS DEFINED IN FM12-6) IS A SUBSET OF PRM



LEVELS OF RESPONSIBILITY



- FUNCTIONAL PROPONENT IS THE ARMY G-1
- RESPONSIBLE AGENCIES INCLUDE:
 - OPMD/EPMD, HRC-A
 - PMD, HRC – ST. LOUIS
 - USARC G1
 - REGIONAL READINESS COMMANDS
 - JOINT FORCES HQ (NG)
 - G1/S1 (FROM THEATER TO BATTALION)

PERSONNEL READINESS MANAGEMENT							
FUNCTION / TASK	RESPONSIBLE AGENCY						
	Battalion	Brigade	Division	Corps	Theater	UEx	UEy
Personnel Reporting	S1	S1	G1	G1	PERSCOM/HRSC	G1	G1
Priority of Fill	S3	S3	G3	G3	G3	G3	G1
PASR	S1	S1	G1	G1	PERSCOM/JRSC	G1	G1
Casualty Estimation	S1	S1	G1	G1	G1	G1	G1
Projected Gains / Losses	S1	S1	G1	G1	PERSCOM/HRSC	G1	G1
Return to Duty Projections	MED PL/S1	SURGEON/S1	SURGEON	SURGEON/MED BDE	MEDCOM	SURGEON/ MSC	SURGEON/ MDSC



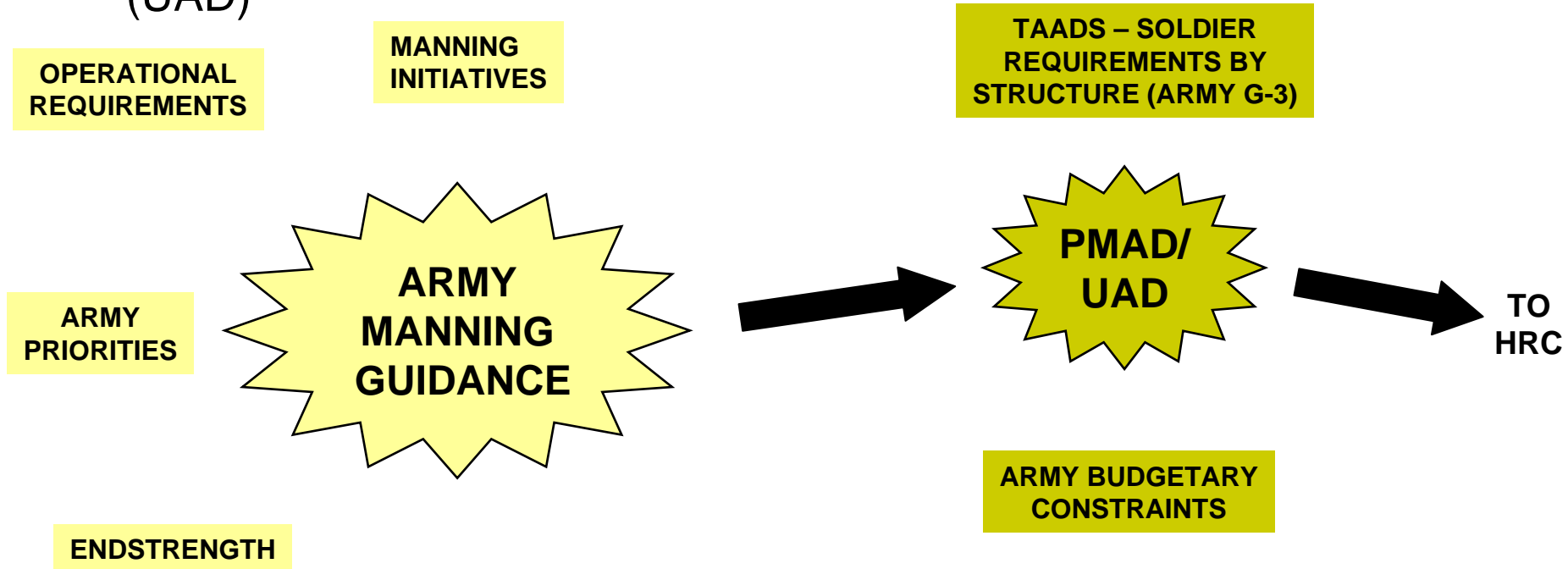
“TOP OF THE SYSTEM”



DA G1 ROLE



- **SUPERVISE THE MANNING OF THE ARMY**
- PUBLISH MANNING GUIDANCE
- GENERATE PERSONNEL MANAGEMENT AUTHORIZATION DOCUMENT (PMAD) / UPDATE AUTHORIZATION DOCUMENT (UAD)



PROVIDE DEFINITIVE GUIDANCE
ON HOW ARMY WILL BE MANNED
WHILE OPERATING WITH SIGNIFICANT
PERSONNEL SHORTAGES

COMPARES TAADS REQUIREMENTS
FROM G-3 WITH THE ARMY'S ABILITY
TO FISCALLY SUPPORT – WHICH
PROVIDES DEFINITIVE GUIDANCE TO HRC
AS TO WHICH AUTHORIZATIONS WILL BE
FILLED



AC MANNING GUIDANCE – FY06-07



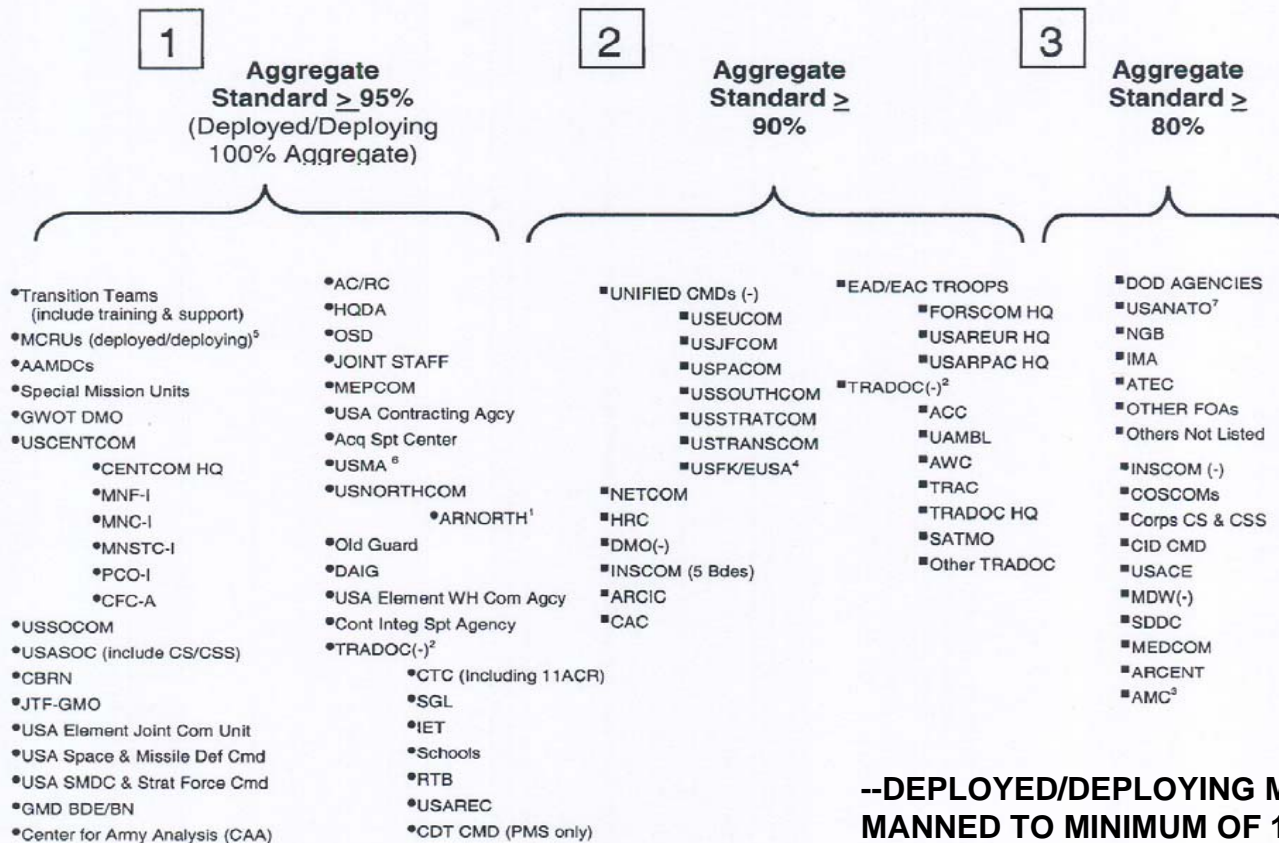
- PRIORITIES:
 - WINNING THE GWOT
 - ARMY TRANSFORMATION
- RESPONSIBILITIES:
 - ARMY G-1 RESPONSIBLE FOR THE ARMY MANNING GUIDANCE
 - ARMY G-3 RESPONSIBLE FOR ID OF DEPLOYING FORCES, SYNCHRONIZE BCTs DESIGNATED FOR LCM
 - CDR, HRC RESPONSIBLE TO IMPLEMENT THE MANNING GUIDANCE
- MANNING PRIORITIES:
 - MANNING GUIDANCE FILL RATES APPLY FOR BOTH OFFICER AND ENLISTED MANNING
 - PERCENTAGES ARE AGAINST PMAD-DIRECTED STRENGTH
 - **MP1:** $\geq 95\%$ FILL OF AUTHORIZATIONS IN AGGREGATE
 - **MP 2:** $\geq 90\%$ FILL IN THE AGGREGATE
 - **MP 3:** $\geq 80\%$ FILL IN THE AGGREGATE



AC MANNING GUIDANCE – FY06-07



ANNEX A Enclosure 1: Manning Priorities and Standards. (Officer & Enlisted)



¹ New Organization since October 2005

² TRADOC (100% fill Drill Sergeant & Recruiter only)

³ AMC – OPM-SANG and AFSC coded positions are MP1 elements

⁴ EUSA will be maintained at 92% aggregate strength

⁵ MCRU's in Reset could be as low as 50% aggregate fill

⁶ Both USMA & USMA's Garrison a priority 1 fill

⁷ Enlisted PE positions targeted at 100%

--DEPLOYED/DEPLOYING MP1 UNITS INITIALLY MANNED TO MINIMUM OF 100% **ASSIGNED** (AGGREGATE)

--MAINTAINED @ $\geq 95\%$ **DEPLOYED** STRENGTH (AGGREGATE)

--DEPLOYING TRANSITION TMs FILLED AT 100% BY GRADE AND MOS

MCRU – MAJOR COMBAT REPORTING UNIT



AC MANNING GUIDANCE – FY06-07



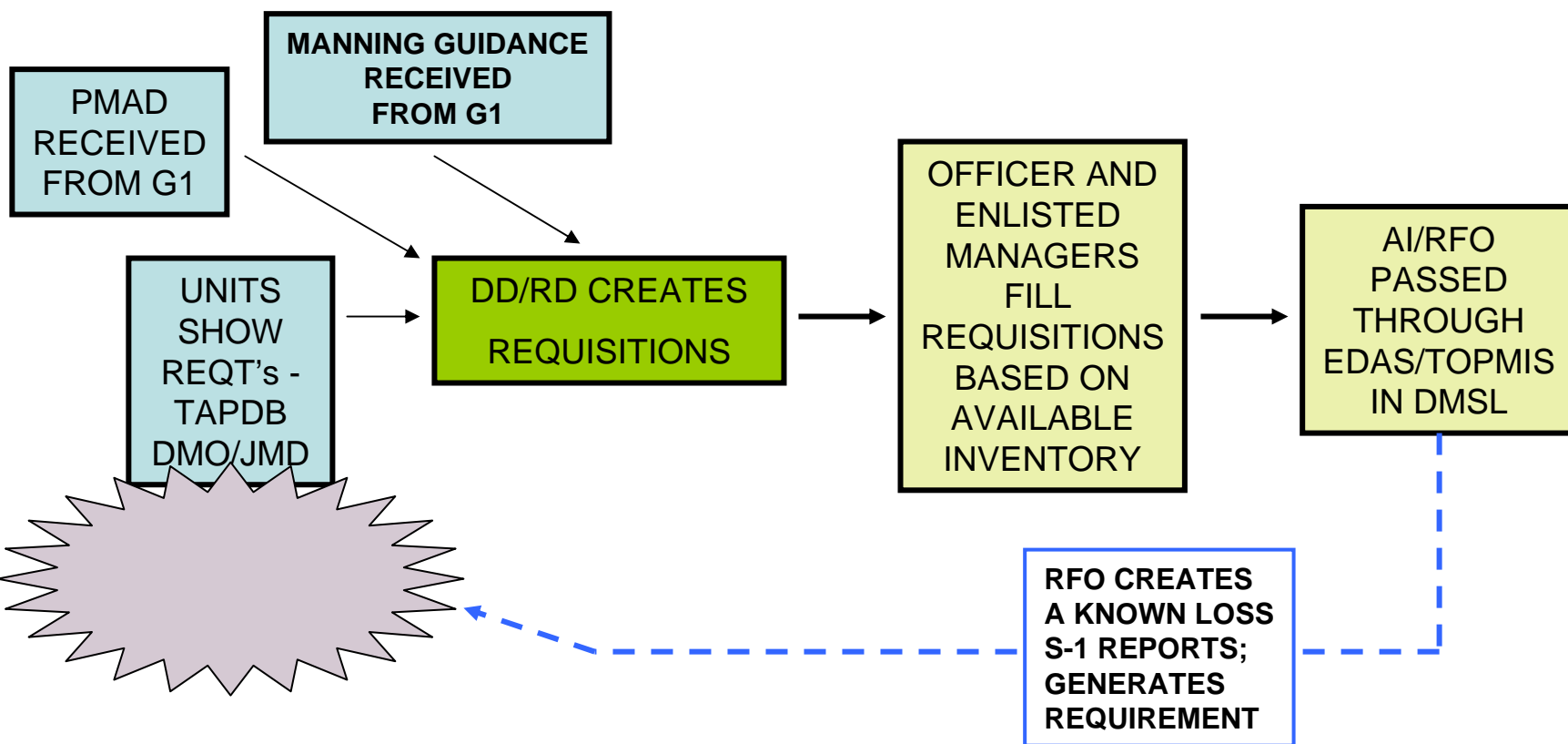
- ADDITIONAL GUIDANCE:
 - REASSIGN NON-AVAILABLE SOLDIERS COMMISERATE W/DUTY LIMITATIONS
 - **PERMENANTLY NON-DEPLOYABLE SOLDIERS MAY BE REASSIGNMENT ELIGIBLE**
 - COMMANDERS WILL ATTEMPT TO RETURN SOLDIERS TO DEPLOYABLE STATUS ASAP
 - **REASSIGN DEPLOYABLE SOLDIERS PERFORMING NON-DEPLOYABLE/GARRISON DUTIES TO DEPLOYING UNITS**
 - ENSURE SOLDIERS ARE NOR DIVERTED FROM PINPOINT ASSIGNMENT WITHOUT HRC COORDINATION
 - ENSURE DEPLOYING SOLDIERS HAVE THE APPROPRIATE DWELL TIME
 - REDEPLOYING UNITS WILL BE STABILIZED FOR 90 DAYS
 - **REDEPLOYING LCM UNITS NOT AT THE END OF THE LC WILL BE MANNED @70% IN THE AGGREGATE – NO REPLACEMENTS WILL BE PROVIDED THROUGH THE END OF THE LC UNLESS ANOTHER MISSION IS EXPECTED**



HRC ROLE

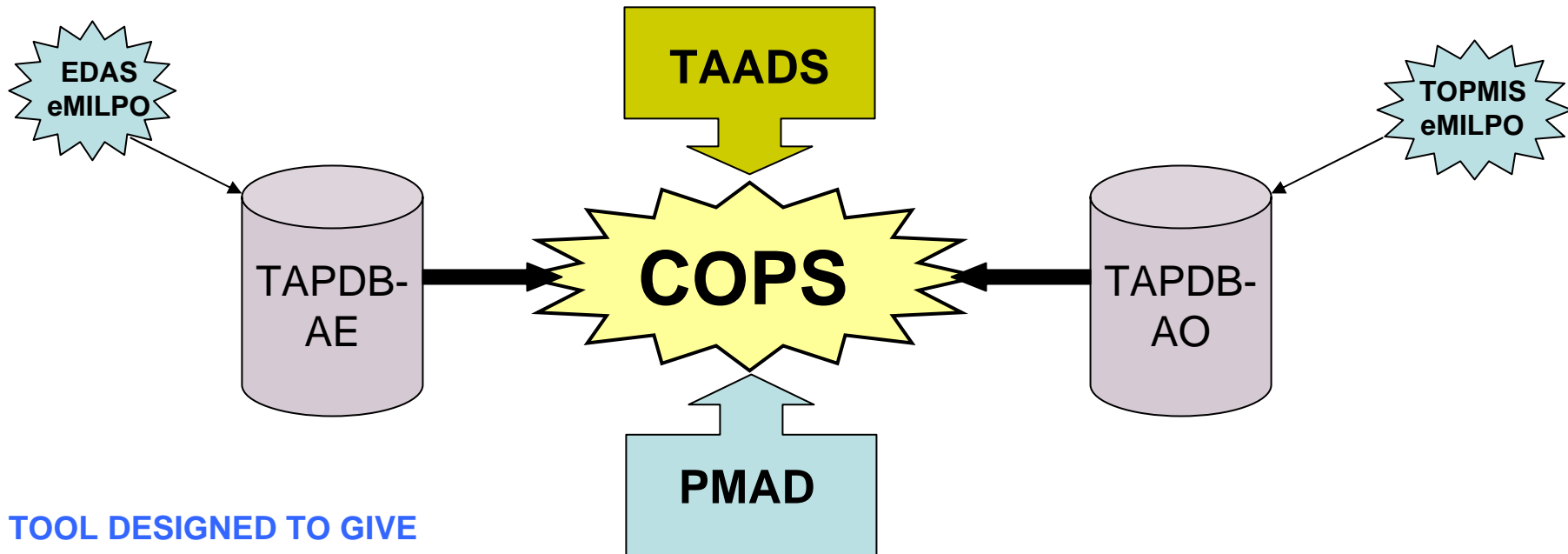


- EXECUTE MANNING GUIDANCE
- CREATE DISTRIBUTION BASED ON MANNING GUIDANCE, KNOWN REQUIREMENTS, PMAD
- INTERPRET COMPETING PRIORITIES





COMMON OPERATING PICTURE SYNCHRONIZER (COPS)



**TOOL DESIGNED TO GIVE
HRC AND STRENGTH MANAGERS
CAPABILITY TO VIEW OFFICER
AND ENLISTED STRENGTH AND
AUTHORIZATION DATA.**

- INCLUDES BOTH TAADS AND PMAD**
- VIEW STRENGTH DATA TO DML/DMSL
LEVEL**
- DRILLDOWN CAPABILITY TO ASI LEVEL**
- DRILLDOWN ASSIGNED STRENGTH TO
SOLDIER LEVEL**

- COPS HAS FULL GAIN/LOSS VIEW**
- HAS AVAIL/NON-AVAIL VIEW**
- COPS INFO IS STATIC – UPDATED
ONCE DAILY**



DISTRIBUTION MANAGEMENT LEVEL

DEFINITIONS



- **DML** – DISTRIBUTION MGMT LEVEL
 - DIVISION LEVEL OR 2 STAR COMMAND EQUIVALENT
- **DMSL** – DISTRIBUTION MGMT SUB-LEVEL
 - BRIGADE LEVEL OR O-6/COL COMMAND EQUIVALENT
- **VDML** - VIRTUAL DISTRIBUTION MGMT LEVEL
 - GROUPS UNITS THAT WOULD OTHERWISE TAKE A COMBINATION OF DML, DMSL AND ORGRAA CODES. IE: TRADOC PIECES BY INSTALLATION. (PERMANENT)
- **TFML/TDML** – TASK FORCE MGMT LEVEL
 - GROUPS UNITS THAT ARE NOT NORMALLY ALIGNED, OR THAT HAVE DIVERSE MISSIONS. IE: WE WANT TO TEMPORARILY DISTINGUISH DEPLOYING UNITS FROM NON-DEPLOYING UNITS WITHIN AND ORGANIZATION TO PREPARE THOSE UNITS FOR DEPLOYMENT. (TEMPORARY, FOR THE DURATION OF A MISSION)

Know your
DML/DMSL
TDML



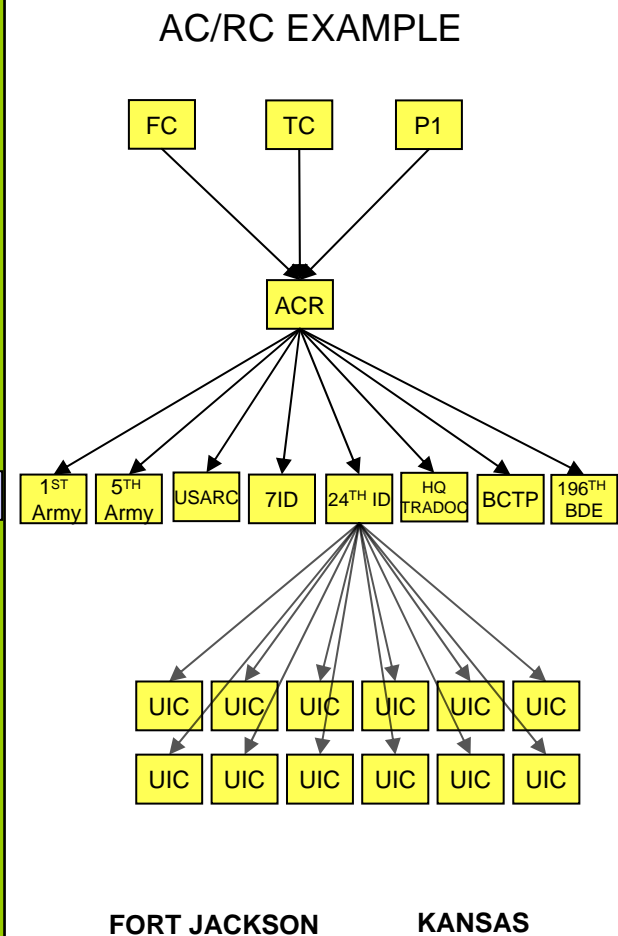
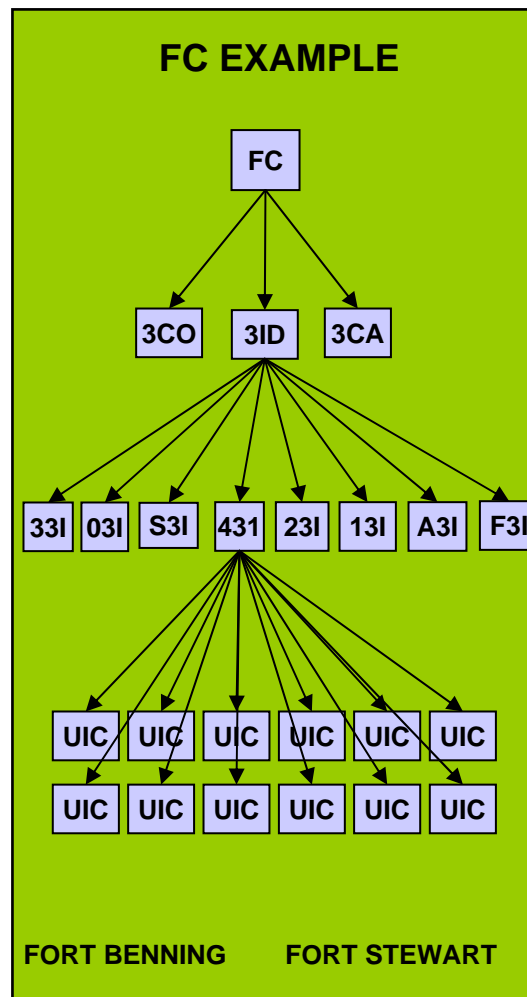
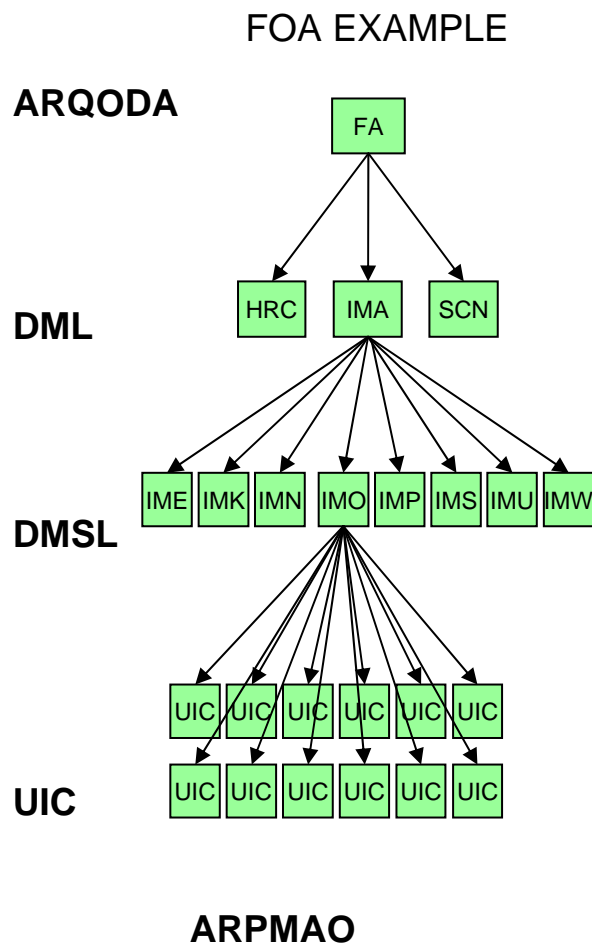
DML/DMSL MANAGEMENT



- REQUISITIONS ARE BUILT TO DISTRIBUTION MANAGEMENT LEVEL (DML) - CHANGING
- DML USED TO MEAN MACOM, INSTALLATION, AND DIVISION/ACR
- UICs ARE MAPPED TO DML
- DMLs ARE BROKEN DOWN INTO DMSLs
- WE ARE CURRENTLY REALIGNING (“MAPPING”) UICS TO DML **AND** DMSL TO MEET DA GUIDANCE TO MANAGE DOWN TO BRIGADE LEVEL
- **CSA DIRECTED STRENGTH TO BE MANAGED TO BRIGADE/BCT – THAT MEANS DMSL**



DISTRIBUTION MANAGEMENT LEVELS





DMSL



**Old DM
DML**

**New
DML**

**DML Short
Title**

**New
DMSL**

DMSL Short Title

3ID
33I

3ID

3RD IN DIV (M)

13I

1ST UA, 3RD INFANTRY DIVISION

23I

2ND UA, 3RD INFANTRY DIVISION

33I

3RD UA, 3RD INFANTRY DIVISION

43I

4TH UA, 3RD INFANTRY DIVISION

A3I

AVIATION UA, 3RD INFANTRY DIVISION

F3I

3RD INFANTRY DIVISION ARTILLERY

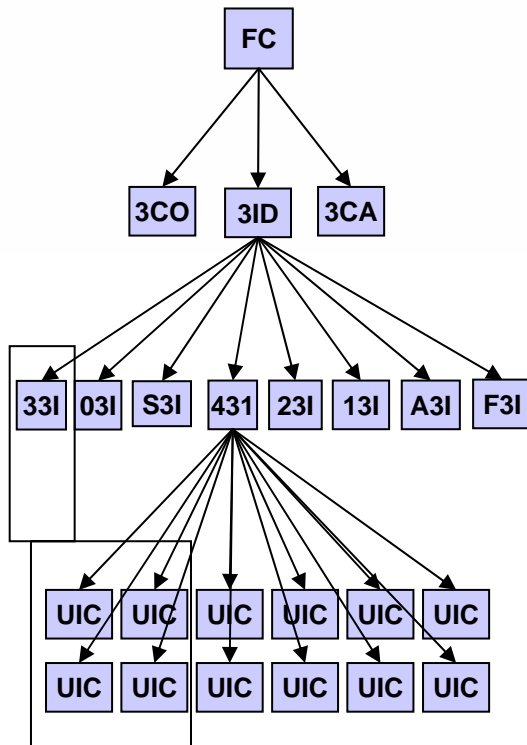
H3I

HEADQUARTERS, 3RD INFANTRY DIVISION (M)

S3I

3RD INFANTRY DIVISION SUSTAIN UA

FC EXAMPLE

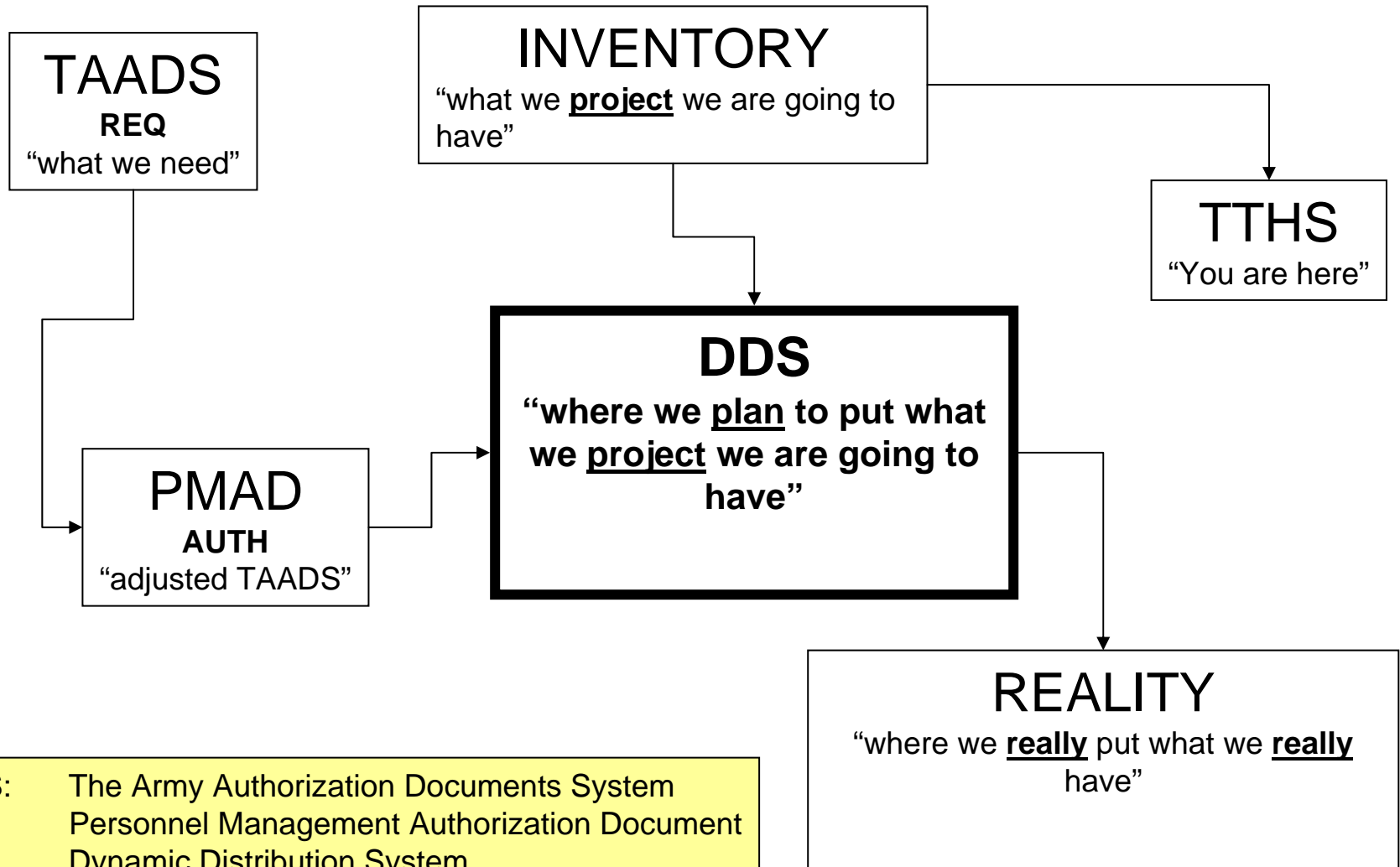




OFFICER MANAGEMENT



OFFICER ASSIGNMENTS



TAADS: The Army Authorization Documents System
PMAD: Personnel Management Authorization Document
DDS: Dynamic Distribution System
TTHS: Trainee, Transient, Holdee, Student



PROJECTING INVENTORY



- # Officers currently assigned (Operating Strength)
- + Gains (prior to end of requisition cycle)
- + Promotable officers (from lower grade)**
- Promotable officers (to next higher grade)**
- Losses (prior to end of requisition cycle)
- = Projected Inventory

** Officers selected on DA approved promotion lists are counted and managed at the next higher grade; i.e., CPT(P) counts as MAJ

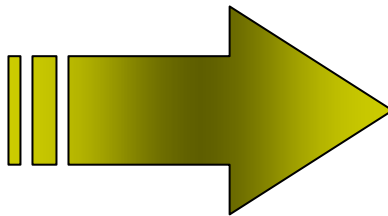


ARMY MANNING CULTURAL CHANGES

WHY DO WE NEED A DDS?



System Challenges



Cultural Challenges

Authorization \neq Inventory
Grade Imbalances
Skill Imbalances
Shortages
Seasonal Moves
Stabilization
Documentation



Pentathlete
Leader Development
Professional Ed
Quality Requirements
Branch Qualification/
Key Developmental
Responsiveness
Discipline



DDS REQUISITION CYCLE



<u>Cycle</u>	<u>Report Month</u>	<u>Cycle Begins</u>	<u>Reqs Due</u>	<u>Review, Validate, Fill</u>	<u>Close Cycle</u>
# 1	OCT-JAN	MAY	JUN	JUL	AUG
# 2	FEB-MAY	SEP	OCT	NOV	DEC
# 3	JUN-SEP	JAN	FEB	MAR	APR



ENLISTED MANAGEMENT



MILITARY OCCUPATIONAL SPECIALTY CODE

(MOSC) KEY TERMS



- CAREER MANAGEMENT FIELD (CMF)
IDENTIFIES A GROUP OF RELATED MOSs
- MILITARY OCCUPATIONAL SPECIALTY (MOS)
IDENTIFIES DUTY POSITIONS THAT REQUIRE CLOSELY RELATED SKILLS
- MILITARY OCCUPATIONAL SPECIALTY CODE (MOSC)
PROVIDES A MORE SPECIFIC OCCUPATIONAL IDENTITY, UP TO NINE-DIGITS
- SPECIAL QUALIFICATION IDENTIFIER (SQI)
AUTHORIZED WITH ANY MOS
- ADDITIONAL SKILL IDENTIFIER (ASI)
AUTHORIZED ONLY FOR DESIGNATED MOS
SPECIALIZED SKILLS CLOSELY RELATED TO OR IN ADDITION TO A PARTICULAR MOS
- LANGUAGE IDENTIFIER CODE (LIC)
AUTHORIZED WITH ANY MOS
IDENTIFIES SOLDIER'S FOREIGN LANGUAGE QUALIFICATIONS



ENLISTED MOS STRUCTURE



11B	3	O	00	YY
MOS	SL	SQI	ASI	LIC

MOS

- SPECIFICATIONS FOUND IN DA PAM 611-21

SKILL LEVEL (SL)

- MATCH THE RANK OF THE SOLDIER

SQI

- PRECEDENCE LISTED IN AR 614-200
- SPECIFICATIONS FOUND IN TABLE 12-1, DA PAM 611-21

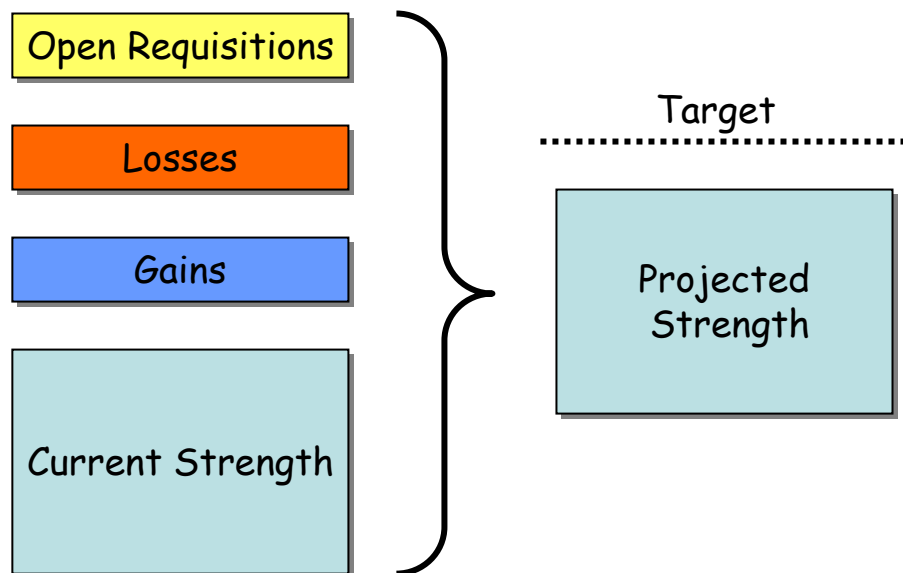


REQUISITION VALIDATION TOOL



NEW PROCESS/SYSTEM TO PRODUCE AND VALIDATE REQUISITIONS.

- AUTHS/PRIORITIES
- CURRENT STRENGTH
- KNOWN GAINS AND LOSSES



The **projected strength** is compared to the **DML's target** at MOS & grade level

If the **projected strength is below the target**, requisitions are built to increase the projected strength



ENLISTED DISTRIBUTION TARGET MODEL

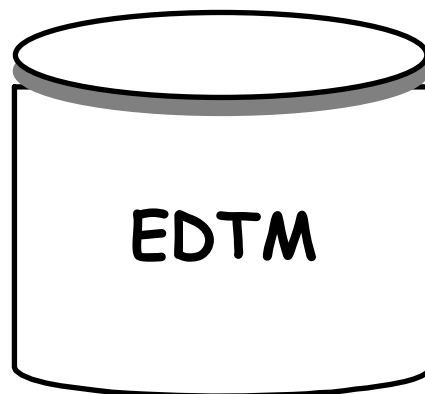


UNIT
AUTHORIZATIONS
*PMAD + DMO +
other "offline" inputs*

The Target Model can also be used to simulate or explore:

...alternative manning strategies,
the impact of inventory changes,
while accounting for the effects
of Stabilizing Deployed Units.

MANNING GUIDANCE
Army G1



Monthly
Distribution
Targets

PROJECTED INVENTORY

PMAD: Personnel Management Authorization Document
DMO: Directed Military Overstrength

A **target** represents the **strength**
that a Unit **Should Have!**

The **REAL** challenge is determining
what the Unit's **strength Will Be**



ROLE OF THE G-1/S-1



BN S-1 ROLE



- TIMELY eMILPO STRENGTH TRANSACTIONS
- eMILPO DATA ACCURACY
 - ARRIVAL/DEPARTURES
 - DUTY STATUS CHANGES
 - NON-AVAILABILITY STATUS
- MONITOR/MANAGE UNFORECASTED LOSSES
 - LEGAL ACTIONS
 - MEB/MMRB LOSSES
- DISTRIBUTE/SLOT PERSONNEL IN BN
- MAINTAIN VISIBILITY ON SOLDIER READINESS
 - SRP STATUS
 - MEDICAL READINESS STATUS
- MAINTAIN USR PERSONNEL STATUS
 - PAVR TOOL
 - TOP 5 ENLISTED MOS SHORTAGES



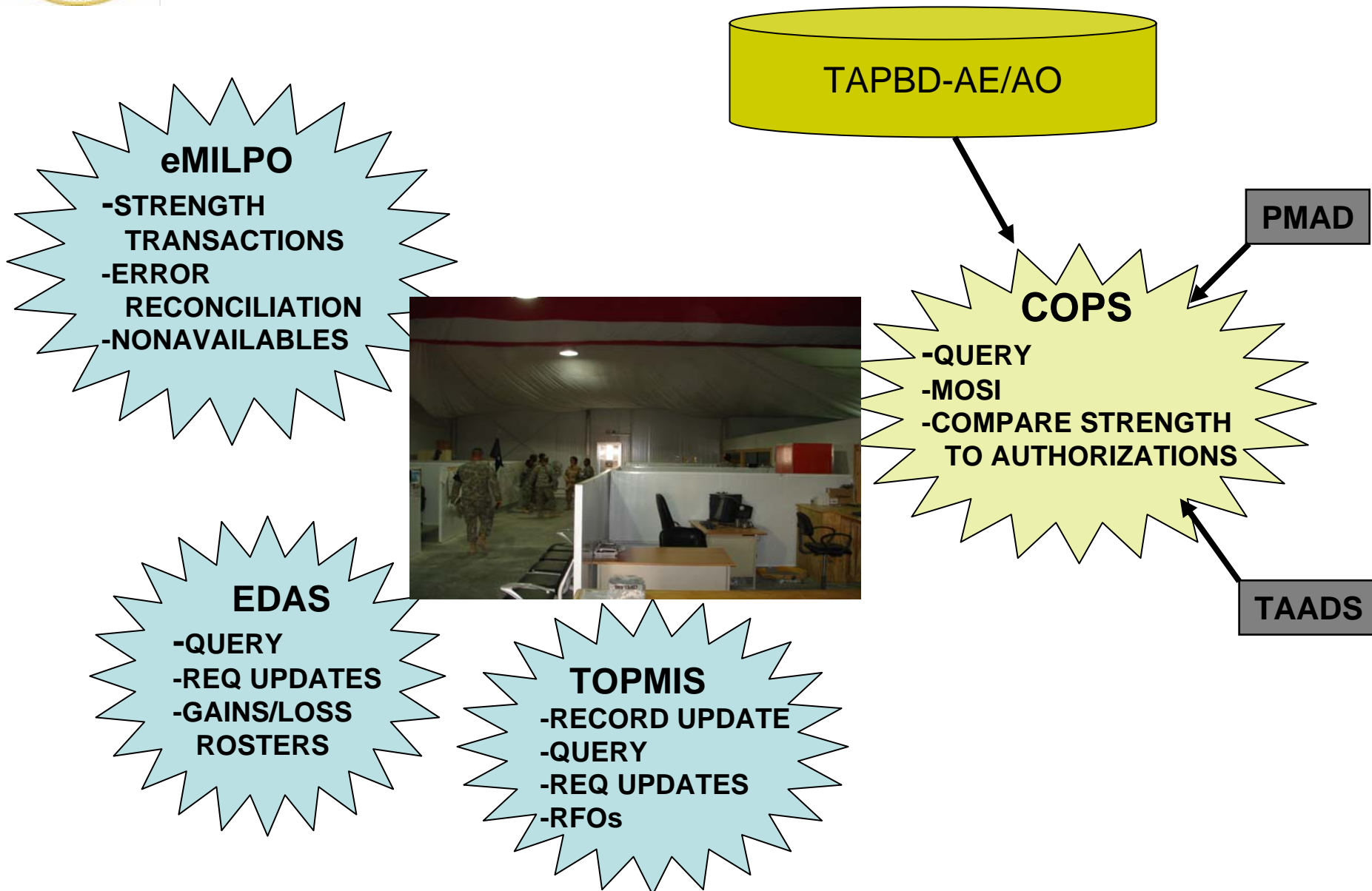
BRIGADE/BCT S-1 ROLE



- eMILPO DATA ACCURACY
 - PAS MANAGEMENT
 - HIERARCHY MANAGEMENT (ENSURE SEE SAME DATA AS HRC)
 - STRENGTH DEVIATION MANAGEMENT
 - RECONCILIATION
 - AAA351 REPORT (DAILY REGISTER OF ERRORS)
 - NON-AVAILABLE STATUS
- MONITOR KNOWN GAINS/LOSSES
 - INTERFACE W/HRC STRENGTH MANAGERS
 - TOPMIS/EDAS (ENSURE REQUISITIONS ARE CREATED)
- MANAGE DMSL
- DISTRIBUTE PERSONNEL TO SUBORDINATE BNs
- ENSURE HIGHER G-1 IS CONSISTENTLY INFORMED OF PERSONNEL STATUS
- KEY OFFICER/NCO SLATING – AND ROTATION
- USR TOP 5 CRITICAL MOS SHORTAGES
- REPLACEMENT OPERATIONS
- SOLDIER UTILIZATION



BRIGADE/BCT PRM OPERATIONS





DIV/CORPS G-1 ROLE



- MONITOR AND COORDINATE PRM SYSTEM
- ESTABLISH LOCAL PRM GUIDANCE/POLICY
- USE PASR SYSTEM TO MONITOR STRENGTH ACROSS THE DIVISION – ENSURE OPERATIONAL READINESS IS MAINTAINED
- COORDINATE OPERATIONAL CROSS-LEVELING W/HRC
- ENFORCE LOCAL CDR PRIORITIES
- FIELD GRADE/KEY NCO SLATE
- S-1 PRM TRAINING OVERSIGHT (MENTORSHIP)



REPLACEMENT OPERATIONS



CURRENT REPLACEMENT OPNS

ACTIVE COMPONENT



- DEPLOYING UNITS MANNED BASED ON PUBLISHED AC MANNING GUIDANCE
 - DEPLOYING UNITS (MANNING PRIORITY 1) INITIALLY MANNED MINIMUM 100% ASSIGNED (AGGREGATE) @ LAD MINUS 90 DAYS
 - SAME UNITS MAINTAINED \geq 95% DEPLOYED STRENGTH (AGGREGATE) DURING DEPLOYMENT (NON-DEPLOY
 - SAME UNITS FILLED \leq 100% CERTAIN OFFICER/WARRANT OFFICER/ENLISTED SPECIALTIES WHERE ARMY INVENTORY CAN NOT SUPPORT 100% FILL (ALL DEPLOYING UNITS SHOULD BE FILLED TO RELATIVE SAME % OF SHORT INVENTORY MOS)
 - EXPECT FIELD GRADE FILL TO BE 90% IN DEPLOYING UNITS



CURRENT REPLACEMENT OPNS

ACTIVE COMPONENT



- AC REPLACEMENT OPERATIONS EXECUTED BY EP, OP AND RD (FORMERLY DD)
- PREDICTIVE REPLACEMENT MODEL DESIRED ENDSTATE
 - REPLACEMENT PLANNING INITIALLY FOCUSES ON MOS SHORTAGES
 - MOS SHORTAGES PUSHED STARTING @ LAD MINUS 7 MONTHS/FILL ARRIVE D+60
 - CASUALTY MODEL USED TO PREDICT LIKELY OIF/OEF LOSSES – INCLUDED IN REPLACEMENT PUSH TO ARRIVE D+60 (@ HOME STATION – UNITS CALL FORWARD REPLACEMENTS AFTER INTEGRATED/PREPARED FOR DEPLOYMENT)
 - DESIRE TO MOVE AWAY FROM AGGREGATE AND TOWARDS MOS/GRADE FIDELITY
- eMILPO AND NON-AVAILABLE SOLDIERS
 - BRIGADE/BCT S-1s MUST ENSURE REFLECT TRUE NON-DEPLOYABLES
 - HRC WILL TRY TO PUSH REPLACEMENTS FOR TRUE NON-DEPLOYABLES AND PCS THOSE SOLDIERs ELSEWHERE



REPLACEMENT SHELF PROCESS



- CURRENT AUTHORIZED STRENGTH LEVELS SERVE AS THE BASIS OF REPLACEMENT SHELF OPERATIONS
- ARMY/ASCC G-1 DEVELOPS AN OPLAN SHELF REQUISITION TO SUPPORT REQUIREMENTS
- ARMY/ASCC G-1 CALCULATES CASUALTY ESTIMATES FOR PROJECTED OPERATIONS USING BRS/SABERS
- AT OPLAN EXECUTION, THE SYSTEM DELIVERS FILLER AND CASUALTY REPLACEMENTS TO THE THEATER TO BRING UNITS TO COMBAT-REQUIRED STRENGTH
 - THE FILLER SHELF REQUISITIONS REFLECT THE NUMBER OF SOLDIERS BY MOS/AOC AND GRADE NEEDED TO BRING THE THEATER UNITS TO WARTIME-REQUIRED STRENGTH.
 - THE CASUALTY SHELF REQUISITIONS REFLECT THE NUMBER OF EXPECTED CASUALTIES (KILLED IN ACTION, WOUNDED IN ACTION, MISSING IN ACTION, NON-BATTLE INJURIES) BY MOS/AOC/RANK AND OPERATIONAL PHASE



SPECIAL REQUIREMENTS & REPLACEMENTS



- ***SPECIAL REQUIREMENTS*** ARE THOSE PERSONNEL NEEDED BY UNITS TO CONDUCT OPERATIONS (LINGUISTS, EOD...) BEYOND THEIR REQUIRED/AUTHORIZED MTOE AND STRENGTH
- THE HOME STATION IS RESPONSIBLE FOR PROCESSING INDIVIDUAL REPLACEMENTS AND DEPLOYING THESE SOLDIERS TO THEIR UNITS IN THEATER – BRIGADE/BCT S-1 AND DIVISION/CORPS G-1 CALL FORWARD DEPLOYMENT-READY REPLACEMENTS
- HR MANAGERS MUST BE PREPARED TO ASSEMBLE, PROVIDE, AND TRACK SQUAD, CREW OR TEAM REPLACEMENTS TO UNITS OF ACTION WHEN REQUIRED



RECONSTITUTION



- RECONSTITUTION IS AN ACTION PLANNED AND IMPLEMENTED BY A COMMANDER TO RESTORE UNITS TO A DESIRED LEVEL OF COMBAT EFFECTIVENESS COMMENSURATE WITH MISSION REQUIREMENTS AND AVAILABLE RESOURCES
 - REORGANIZATION: SHIFTS RESOURCES WITHIN A DEGRADED UNIT TO INCREASE ITS COMBAT EFFECTIVENESS
 - REGENERATION: REBUILDING A UNIT REQUIRING LARGE-SCALE REPLACEMENT OF PERSONNEL, EQUIPMENT, AND SUPPLIES
- CURRENT MANNING PRACTICES LIMIT RECONSTITUTION EFFORTS. UNIT REPLACEMENT IS THE PREFERRED TECHNIQUE



QUESTIONS